

Welcome!



Creating Your Community Transformation Strategies

with Matt Wagner, National Main Street Center

October 25, 2016

12 – 1 PM EST

1. **Be aware, phones are muted.**
2. **Use the chat feature to ask questions.** The questions will be compiled after the webinar, answered, then distributed by email to participants, along with a copy of the presentation.
3. **Please complete the Survey Monkey evaluation** that will be emailed after the webinar.
4. **Register now** >> Nov. 1, 3, & 4: VMS Regional Rev Ups in Wytheville, Culpeper, and Farmville. >> Oct. 27, Nov. 7 & 10: DHCD Community Revitalization Office Road Show in Front Royal, Warsaw, and Pulaski.

Objectives for today

- Become familiar with the Main Street Refresh model
- Introduce “Transformation Strategies”
- How do you choose your strategies?
- How does it affect your work plan?



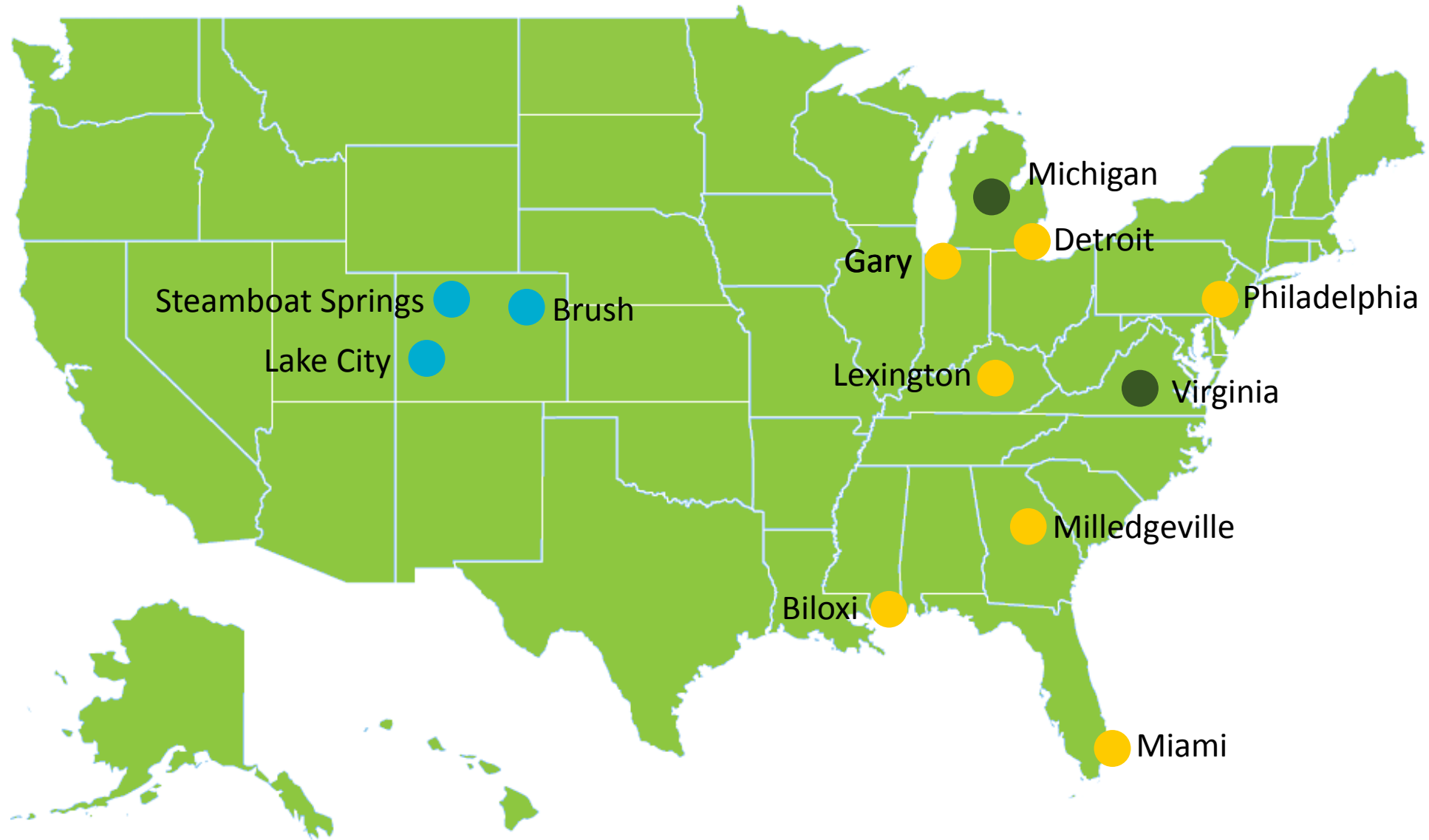
the refreshed
**MAIN STREET
APPROACH** at a glance



Why a Refreshed Approach?

- Main Street has been a successful model for commercial district revitalization for 35 years, but the community development field has changed dramatically.
- Purpose of Refresh is to obtain clear picture of what the most common challenges are, how different audiences use and perceive the Main Street Approach, and make the Approach more **user-friendly, strategic, flexible, and outcome-driven**.
- Research shows:
 - The Four Point Approach encourages users to be overly focused on process, sometimes at the expense of a clear sense of outcomes or impact.
 - Main Street programs tend to focus too much time and effort on the components of the Approach where they feel most comfortable – most often Design and Promotion

Refresh – Pilot Sites



The Four-Point Refresh

1. Organizational flexibility
2. Emphasis is on the **STRATEGY** (not MS “point”)



Main Street – Current...

DESIGN

Examples:

Facade improvements
Street banners
Plantings

ORG

Examples:

Newsletter
Volunteer mgmt.
Annual fundraiser

PROMO

Examples:

Spring festival
Shop local campaign
First Fridays

ECONOMIC VITALITY

Examples:

Business recruitment
Business assistance
Market analysis

the [new] MAIN STREET **APPROACH**



THREE TIGHTLY-INTEGRATED COMPONENTS:

1. COMMUNITY VISIONING AND MARKET UNDERSTANDING
2. TRANSFORMATION STRATEGIES
 - IMPLEMENTED THROUGH THE FOUR POINT FRAMEWORK
3. IMPACT AND MEASUREMENT



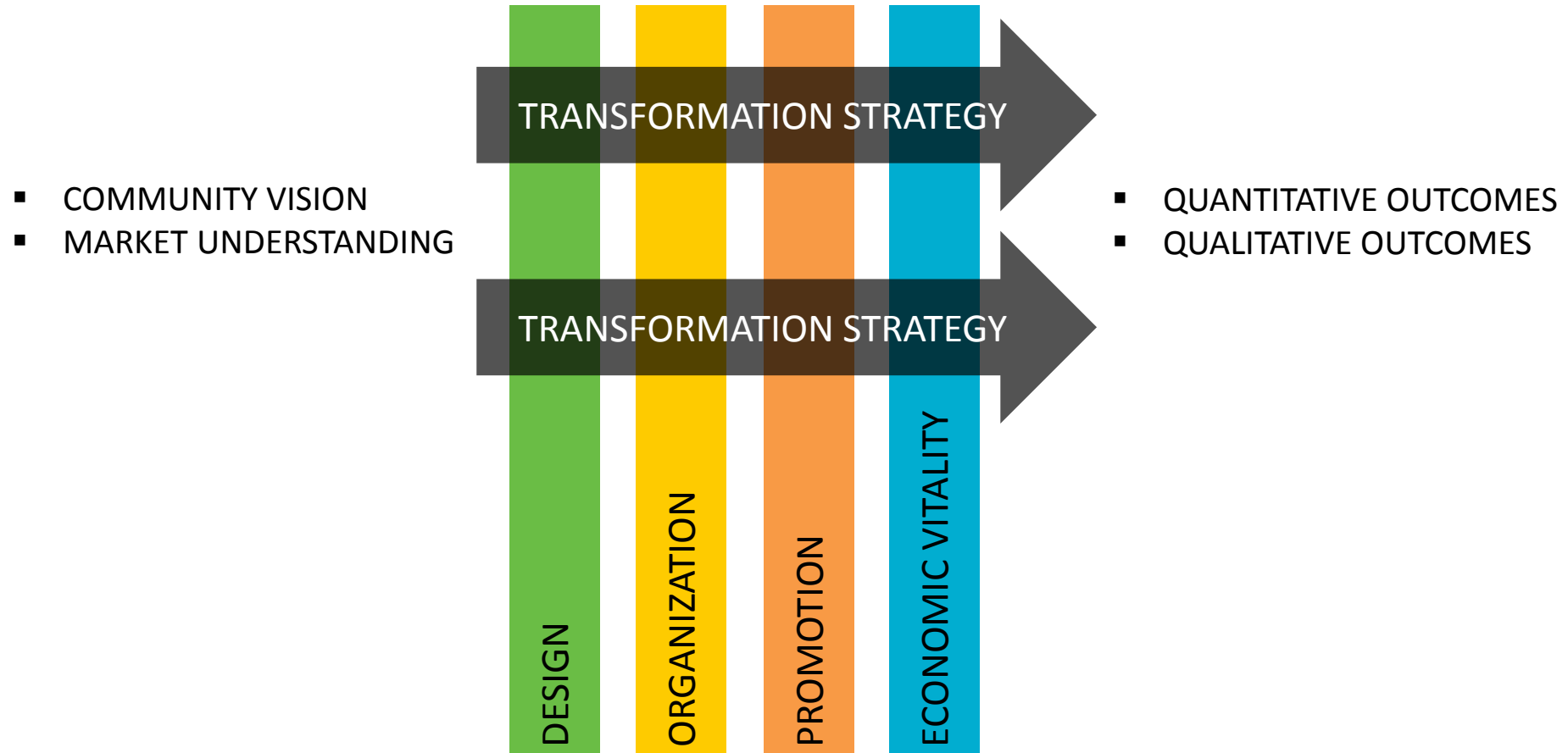
THE MAIN STREET APPROACH



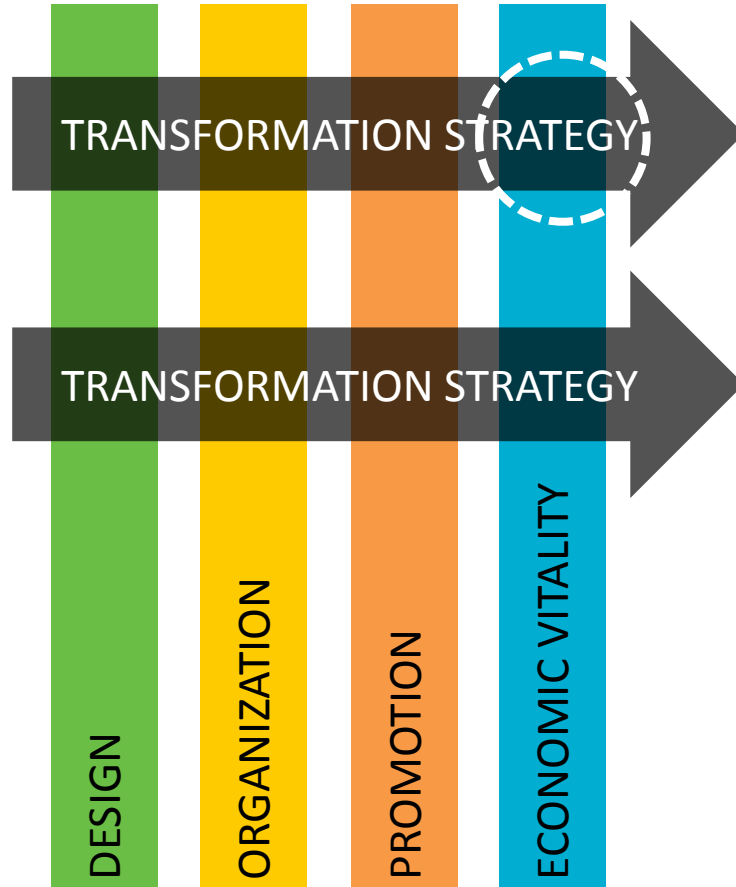
Key Benefits:

- Increased focus on economic impact
- Broader community engagement
- Tangible, quantifiable outcomes
- Greater organizational flexibility
- Relevance for more communities and organizations

THE MAIN STREET APPROACH



THE MAIN STREET APPROACH



IMPLEMENTATION THROUGH 4 POINT
FRAMEWORK + FOCUS ON OUTCOMES:

- ACTIVITIES
- RESPONSIBILITY
- BUDGET
- FUNDING
- TIMELINE
- METRICS

Transformation Strategies

- Shaped by an understanding of the downtown's economic opportunities
- Reflect community vision
- Guide the direction of the revitalization initiative
- Bring about substantive transformation
- Implemented through all “Four Points”
- Measurable
- Re-evaluated every 2-5 years



THE MAIN STREET APPROACH:

A focus on strategy



There are two types of Transformation Strategies

- Catalyst Strategies
 - Help organizations without recent (or with limited) market information *get started*
 - Build on the presence of a customer group (i.e.: workers), OR
 - Build on the presence of a concentration of a type of product, service, or business (i.e.: arts district)
- Customized Strategies
 - Based on more substantive market information
 - Can help an organization tackle more complex or challenging transformations



SOME EXAMPLES....

DESIGN

Mural project

ORG

Artist advisory
committee

PROMO

Spring Arts Walk

**ECONOMIC
VITALITY**

Live/work studios

Transformation Strategy: Arts

DESIGN

Walking tour
markers = bronze
hoofs

ORG

Farm-to-table
fundraiser dinner

PROMO

Sugar beet bowling

**ECONOMIC
VITALITY**

Community-owned
“Mercantile”

Transformation Strategy: Ag Economy

DESIGN

Install benches

ORG

Elders advisory
committee

PROMO

Home delivery

**ECONOMIC
VITALITY**

Accessibility grants
to businesses

Transformation Strategy: Aging-in-Place

More In-Depth Example...



Catalyst Strategy: CONVENIENCE GOODS + SERVICES



Focuses on developing a cluster of retail and service-sector businesses that fulfill day-to-day needs of nearby residents – the things people tend to buy close to home or work.



ANTHONY'S

LAUNDRY &
DRY CLEANING





COFFEE
ROASTERY
CAFE
BAKERY

COFFEE ★ BAK

508

Coffees
Organic-F
Pastries
Fresh Ba

Who are the customers?

- People who work in the downtown
- People who live in or near the downtown

What are the benefits?

- A “full-service downtown”
- Workers and residents can buy day-to-day needs close to where they work or live
- Minimizes parking demands

What are the trade-offs?

- Competitive sector
- Not differentiated
- Small trade area

Potential products/services

Auto repair

Banks and credit unions

Barbers and hair salons

Bars

Convenience store

Daycare

Dollar stores

Dry cleaners

Fast food and “fast casual”

Gas stations

Hair care

Hardware

Laundromats

Office supplies stores

Pharmacies

Phone stores

Pizza

Printing and shipping

Sit-down restaurants

Supermarket/grocery store

Tailors

Take-out restaurants

“Catalyst” Strategies...Other Examples

- Ready to use
- Can apply to different kinds of places
- Refine over time
- A place to *start*



CONVENIENCE GOODS + SERVICES



DOWNTOWN WORKERS



FAMILY-FRIENDLY, FAMILY-SERVING



ARTS



FURNITURE + HOME FURNISHINGS



TOURISM



COLLEGE TOWN



MILITARY INSTALLATION



MILLENNIALS



APPAREL



GREEN ECONOMY



greene street

shop recycle consign



ELDER-FRIENDLY



DINING, ENTERTAINMENT + NIGHTLIFE



PROFESSIONAL SERVICES



AGRICULTURAL ECONOMY



SPORTS, RECREATION + OUTDOORS



HEALTH + WELLNESS



ETHNIC SPECIALTIES



MANUFACTURING



Examples of Customized Strategy

- (Little Haiti, Miami) Haitian Arts, Entertainment and Culinary District
- (Saline, MI) Technology Entrepreneurship Hub
- (Moline, IL) Highlighting legacy of a famous person or company – John Deere



THE MAIN STREET APPROACH: Refresh Pilot – Gary Indiana



**Customized
Transformation Strategy**



How Do We Develop Transformation Strategies?

Surveys of leadership and community

- Biggest challenges
- Biggest opportunities
- What's working particularly well?
- What's not working well?
- Downtown would be better if....
- "Three words"

Market overview



Some demographic characteristics

- Population size
- Population trends
- Number of households
- Household trends (e.g., smaller or larger)
- Median HH income and benchmarks
- Median age and benchmarks
- Median age trends
- Households with children at home
- Homeownership rates
- Educational attainment
- Race and ethnicity and trends
- Psychographic segmentation (“Community Tapestry”)

Psychographics – Eg. “InStyle” (6%)

- WHO ARE WE? In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.
- MARKET PROFILE
 - Partial to late model SUVs or trucks. •
 - Homes integral part of their style; invest in home remodeling/maintenance, DIY or contractors; housekeeping hired. •
 - Prefer organic foods, including growing their own vegetables. •
 - Financially active, from a variety of investments to home equity lines of credit. •
 - Meticulous planners, both well insured and well invested in retirement savings. •
 - Generous with support of various charities and causes. •
 - Actively support the arts, theater, concerts, and museums

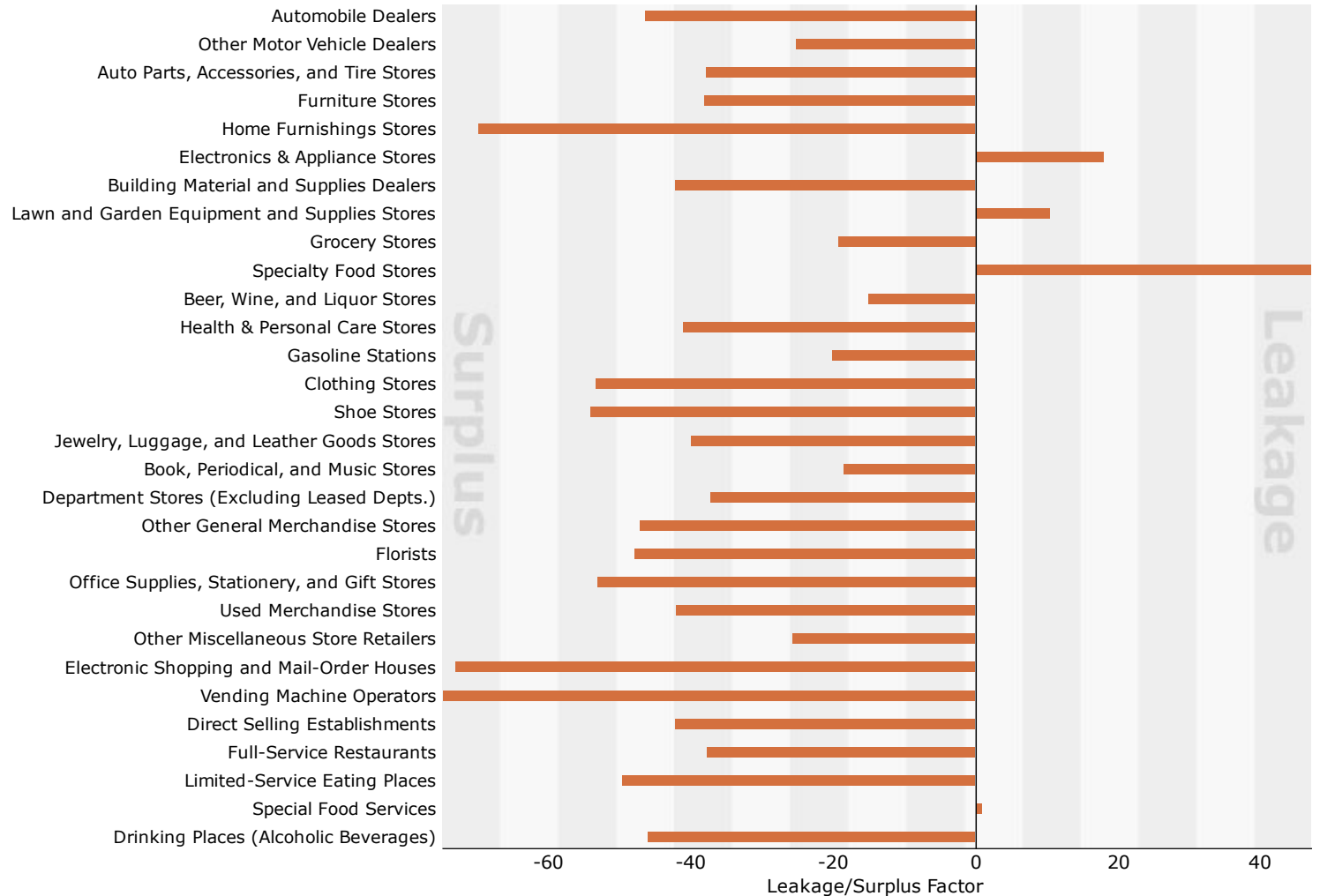
Downtown **business** characteristics

- Business inventory
- Number of businesses
- Business clusters
 - Retail (by category)
 - Restaurant
 - Lodging
 - Professional
 - Manufacturing
- Number of downtown workers

Sales gap analysis

- Total buying power
- Total sales capture
- Buying power by retail category
- Sales capture by retail category
- Sales leakage by retail category
- Major competitors

Leakage/Surplus Factor by Industry Group

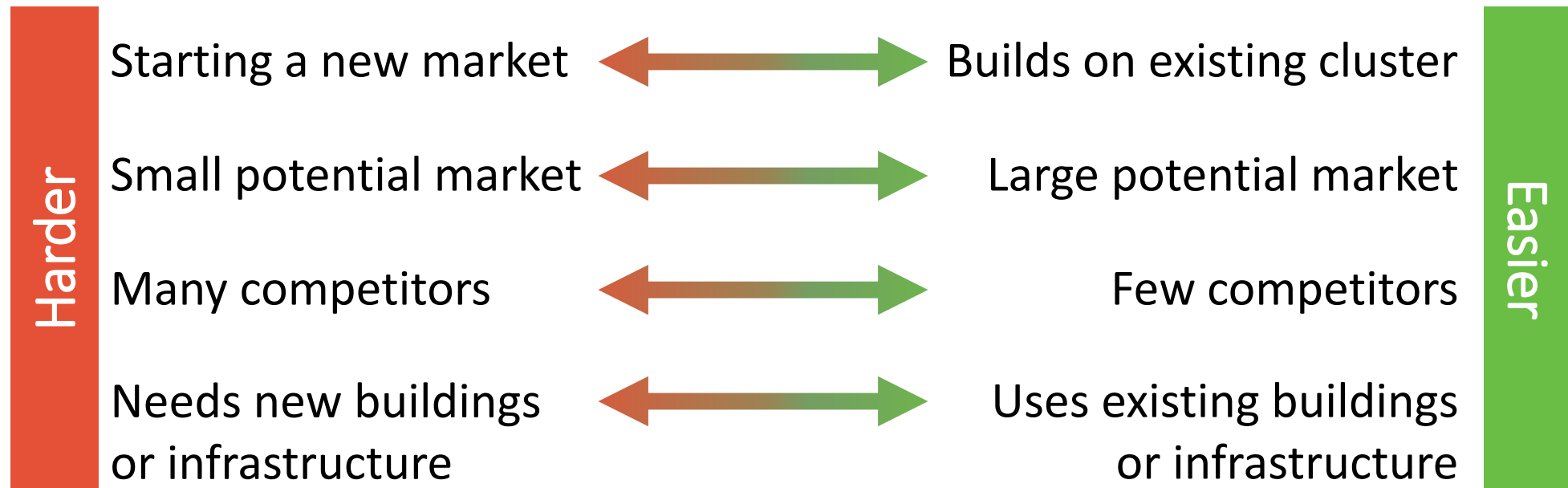


Identify possible catalyst strategies

- Strategy 1
- Strategy 2
- Strategy 3
- Strategy 4



Which strategies are a good fit?



Transformation Strategies



Work plans

Keys:

- This is not throw everything away and start from scratch
- This is about transition...think of it as clearing up clutter (some things you keep, some things you hand down to others, and some things you discard)



Transformation Strategies in Action

Brush! Transformation Strategy: Agricultural Economy

In agricultural communities, an Agriculture strategy focuses on better meeting residents' shopping, service, and entertainment needs and on finding new uses for vacant downtown buildings.

ACTIVITIES

| DESIGN | PROMOTION | ECONOMIC VITALITY | ORGANIZATION |
|--|---|---|---|
| Current activities: <ol style="list-style-type: none"> 1. Storefront incentives 2. Clean-up (April) 3. Downtown flowerpots Potential activities: <ol style="list-style-type: none"> 1. Walking tour: Tie to Ag 2. Public art "hoof-prints" to mark walking tour 3. Display historic photos of downtown bldgs in storefronts 4. Display ag-related artifacts from museum in storefront windows 5. Streetscape incorporating ag images 6. Public art: mural? Sculpture? (Ag images) 7. Community garden? Downtown garden/green space | Current activities: <ol style="list-style-type: none"> 1. Antique Tractor Show(?) 2. Ag Appreciation Dinner 3. Cust. Appreciation BBQ 4. Pickers Market 5. Bull Riding event 6. Brush Rodeo 7. Oktoberfest Potential activities: <ol style="list-style-type: none"> 1. Farm to Table dinner on-street, in downtown 2. Farmers Market 3. Christmas/Holiday promo (tie to ag) 4. Sugarbeet bowling contest | Current activities: <ol style="list-style-type: none"> 1. Marketing seminars for biz. (not ag-specific) Potential activities: <ol style="list-style-type: none"> 1. Add/recruit: Work apparel; farm-to-table restaurant; local/organic soaps, etc. 2. Partner w/ Extension service to do ag-related business seminars 3. Attract vendors from Oktoberfest? 4. Homegrown Brush store 5. Incentive to move businesses downtown 6. Crowdfund a building purchase 7. Pop-up w Brush/local product in MS storefront? | Current activities: <ol style="list-style-type: none"> 1. FFA at Ag Appreciation Dinner 2. Library partnerships 3. Stakeholders: Morgan Cmty College, Hospital, Potential activities: <ol style="list-style-type: none"> 1. Junior Main Street 2. Connect to Cattleman's Assn? 3. Livestock Exchange: Connect to them |

Discussion and Questions...Thanks!